

FINAL REPORT

ECONOMIC DEVELOPMENT STRATEGY FRAMEWORK

CITY OF SACRAMENTO

April 18, 2000

Economic Development Department

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Sacramento City Council
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INTRODUCTION

PURPOSE OF STRATEGY

The economic development strategy is intended to provide a framework for establishing the economic development priorities of the City of Sacramento. The established economic development priorities are then used as the basis for:

- ◆ Funding allocations (both operating and capital expenses) by the City Council. This would include specific economic and related funding allocations (i.e. Community Development Block Grants (CDBG), redevelopment tax increment, federal and state transportation funding, etc.,
- ◆ Implementation actions related to carrying out specific projects, programs, and activities.

The strategy will be used to analyze the adopted policies, priorities and strategies of the City of Sacramento and how they impact or relate to:

- ◆ Institutional partners (i.e. Sacramento County, SHRA, CADA, SETA/PIC, SMUD, Regional Transit, SACTO, the Chambers of Commerce, business districts etc.);
- ◆ Business and development communities;
- ◆ Businesses, new development and investment communities that we are attempting to attract to the City of Sacramento;
- ◆ Neighborhood and Community Organizations; and
- ◆ Other City departments.

Finally, the strategy will be used as the foundation the Economic Development Department's annual business (work) plan. The business plan will be presented annually to the City Council as part of the Department's proposed annual operating budget. The business plan will provide performance benchmarks to evaluate the success of economic development projects, programs and activities.

ORGANIZATION

Role

The primary role of the Economic Development Department is to market and facilitate private investment within the City of Sacramento in accordance with established economic development priorities and adopted land use plans and policies. Specifically, the Economic Development Department is responsible for the:

- ◆ Promotion, marketing and facilitation of identified key development opportunities within the City of Sacramento
- ◆ To leverage federal, state, and local funding to leverage private investment in targeted projects and infrastructure improvements
- ◆ Coordination with appropriate City of Sacramento departments to facilitate development projects.
- ◆ Marketing the City of Sacramento to targeted industries, businesses, and commercial retail users.
- ◆ Collaboration with the City of Sacramento's institutional partners in marketing Sacramento Region including:
 - The Sacramento Convention and Visitor's Bureau
 - Regional Transit
 - Chambers of Commerce
 - Business District Associations

- Sacramento Employment Training Agency/Private Industry Council
 - Sacramento Housing and Redevelopment Agency
 - Sacramento Area Commerce & Trade Organization (SACTO)
 - Capitol Area Development Authority (CADA); and
 - Educational partners
- ◆ Retention, expansion, and/or relocation of existing businesses within the City of Sacramento.
 - ◆ Marketing of the Economic Development Strategy to the residents of the city

Organization

The Economic Development Department consists of three functional areas under the direction of the Economic Development Director. These areas include:

- ◆ Neighborhood Commercial Corridor Revitalization
- ◆ Citywide Economic Development
- ◆ Downtown Redevelopment

The Citywide and Neighborhood Commercial Revitalization functions are managed by the Economic Development Manager. The Downtown Redevelopment functions (Merged Downtown Redevelopment Project Area/Richards Boulevard Redevelopment Project Area) are managed by the Downtown Development Manager.

The Economic Development Director, Economic Development Manager, and Downtown Development Manager are directly involved in large and small scale proposed development projects, programs and activities. In addition, the more significant proposals will involve the direct participation of the Deputy City Manager and the City Manager.

The staff positions within the Economic Development Department are primarily senior level project managers who are assigned projects, activities and programs among the three functional areas listed above.

POLICY MANDATES

In June 1999, the City Council approved the formation of the Economic Development Department. As part of that approval, the City Council determined the following policy mandates:

- ◆ **PROVIDE A FOCUS FOR ECONOMIC DEVELOPMENT INITIATIVES WITHIN THE CITY OF SACRAMENTO**
- ◆ **SOLIDIFY THE CITY OF SACRAMENTO'S LEADERSHIP ROLE WITHIN THE REGION**
- ◆ **STRENGTHEN THE LINKAGES BETWEEN HEALTHY NEIGHBORHOODS AND VIABLE NEIGHBORHOOD COMMERCIAL CORRIDORS**
- ◆ **IMPROVE THE COORDINATION OF HUMAN & FINANCIAL RESOURCES TO MAXIMIZE ECONOMIC GROWTH**
- ◆ **DIVERSIFY THE CITY OF SACRAMENTO'S TAX BASE**
- ◆ **INCREASE EMPLOYMENT OPPORTUNITIES FOR CITY OF SACRAMENTO RESIDENTS, IN ACCORDANCE WITH HIS OR HER GOALS, ASPIRATIONS AND ABILITIES.**

STRATEGIES & IMPLEMENTATION ACTIONS

INTRODUCTION

The overall economic development strategy, the six specific strategies and their supportive implementation actions were developed in response to the policy mandates adopted in June 1999. These strategies and their implementation actions apply to both economic development activity in the Neighborhood Commercial Corridors and the "Key" development opportunity sites:

The six strategies are presented below with a more detailed presentation on the following six pages:

1. Promote, market and facilitate the development of key development opportunities.
2. Use public funding to facilitate private development and leverage new private sector investment.
3. Attract targeted industries, headquarters, businesses, and commercial/retail uses.
4. Retention and expansion of existing industries and businesses.
5. Position the City of Sacramento to effectively compete in regional, national and international markets.
6. Increase employment opportunities for a wide range of skills levels and compensation.
7. Capitalize upon the unique historic and cultural resources of the City of Sacramento in promoting citywide economic development.
8. Encourage an increase in tourism in the City of Sacramento.

STRATEGY 1: **Promote, Market and Facilitate the Development of Key Development Opportunities**

IMPLEMENTATION ACTIONS:

- ◆ Support and proactively market large-scale employment generating commercial development opportunities.
- ◆ Continue activities to promote the redevelopment of the Sacramento River Waterfront.
- ◆ Use underutilized City of Sacramento-owned assets to create a revenue source for enterprise fund purposes.
- ◆ In cooperation with Regional Transit, facilitate and assist in the transit-oriented development at or near key light rail stations.
- ◆ Maintain and enhance the position of the City of Sacramento's primary retail assets and opportunities.
- ◆ Promote housing and mixed-use development, in the Downtown area, and in other appropriate commercial corridors.
- ◆ Facilitate the development of specific sites within neighborhood commercial corridors through targeted City of Sacramento investment.
- ◆ Support and promote the expansion and renovation of the City of Sacramento's public and private cultural and arts facilities.
- ◆ Support the efforts of the City of Sacramento Convention and Visitors Bureau to promote City of Sacramento as a tourism destination, especially along the Waterfront and Downtown.

STRATEGY 2: **Use Public Funding to Facilitate Private Development and Leverage New Private Sector Investment**

IMPLEMENTATION ACTIONS:

- ◆ Coordinate and collaborate with other City departments to concentrate public sector capital improvement in areas where the City of Sacramento desires to facilitate private development and/or retain existing businesses.
- ◆ Identify and pursue federal, state or private funding sources to assist with the financing of business and infrastructure development within the City of Sacramento.
- ◆ Allocate a percentage of all federal, state and local transportation funding for public improvements within designated neighborhood commercial corridors and for "key" development sites.
- ◆ Establish an Economic Development Revolving Fund to provide public financial support for the attraction of targeted industries or the retention and expansion of existing businesses within the City of Sacramento.

STRATEGY 3: Attraction of Targeted Industries, Headquarters, Business and Commercial/Retail Uses.

IMPLEMENTATION ACTIONS:

- ◆ Develop a targeted industry attraction list focused on the following industries:

<u>Industry</u>	<u>Examples</u>
◆ Food Processing	Campbell Soup, Rainbo Bread
◆ High Technology	Ebara, Intel
◆ Medical/Bio-Medical	Endosonics, UCD Medical Center
◆ Telecommunications	Air Touch Cellular, AT & T
◆ Financial Services	USAA, Provident
◆ Information Technology.	Cable Data, EDS
◆ Association Headquarters	California Restaurant Association, California Medical Association

- ◆ Focus marketing efforts towards targeted industries, key retailers and the headquarters of businesses, which can be located in designated neighborhood commercial corridors or “key” development sites.
- ◆ Participate in regional marketing efforts (Sacramento Area Marketing Group, Sacramento Area Commerce & Trade Organization, California Trade & Commerce Agency, et al).
- ◆ Coordinate with other entities involved in business attraction and retention. (Sacramento Housing and Redevelopment Agency, Sacramento Metropolitan Chamber of Commerce, Sacramento Employment Training Agency, Sacramento Municipal Utility District, Sacramento Area Commerce & Trade Organization, and various business district associations).
- ◆ Use marketing and public relations/media communications to promote the City of Sacramento to targeted industry clusters and related businesses, including professional marketing brochures and related information..
- ◆ Participate in industry trade shows serving City of Sacramento’s targeted industries.
- ◆ Seek input from the targeted industry cluster associations and the City of Sacramento’s lobbyists in Sacramento and Washington, D.C. Prioritize and expand the City of Sacramento’s legislative program to include the monitoring and advocacy of state and federal legislation that impacts the ability of the businesses to expand and prosper in the City of Sacramento.
- ◆ As appropriate in neighborhood commercial corridors or key development sites, assist in conducting retail/market research to identify a market niche and develop a business recruitment strategy unique to each commercial district.

STRATEGY 4: Retention and Expansion of Existing Industries and Businesses

IMPLEMENTATION ACTIONS:

- ◆ With the assistance of chambers of commerce, local business district associations and other community groups, implement a business visitation program and interview or survey existing commercial, industrial and retail businesses to address issues related to business development and operations. Conduct regular, timely follow-up with existing Sacramento businesses to address needs or concerns. As needed, facilitate the provision of training and resources so that business organizations/partnerships can conduct surveys related to the expansion and retention of businesses.
- ◆ Participate in chambers of commerce, business district associations and business improvement district activities to address issues, needs and concerns of the respective existing businesses.
- ◆ Maintain and make available a business resource guide of Federal, State and local business programs, in coordination with appropriate institutional partners, Sacramento Housing and Redevelopment Agency, Sacramento Municipal Utility District, Sacramento Metropolitan Chamber of Commerce, Minority Chambers of Commerce and Sacramento Area Commerce & Trade Organization (SACTO).
- ◆ Monitor proposed City of Sacramento policies or regulations that may negatively impact businesses and determine a proper course of action.
- ◆ In cooperation with the City of Sacramento Neighborhoods Planning and Development Services, identify and assist businesses which are attempting to expand or rehabilitate existing and proposed business facilities.
- ◆ In cooperation with the City of Sacramento Neighborhoods Planning and Development Services, assist in the development of an infill policy that provides assistance for proposed development activity in designated neighborhood commercial corridors and "key" development opportunities areas.
- ◆ Periodically assess the effects of City policies regarding taxes, fees, or utility rates on economic development goals, considering the balance between economic development goals, the financial health of the City, cumulative debt and tax burdens of overlapping jurisdictions, and other goals of the City.
- ◆ In cooperation with the City of Sacramento Neighborhoods Planning and Development Services, consider ways to reduce or streamline the regulations and processes affecting land development, consistent with the goals and policies of the City. For example, the City may seek to shorten permit processing time frames, may evaluate development regulations or may promote greater consistency and predictability in the regulatory control systems of other levels of government.
- ◆ Seek input from the targeted industry cluster associations and the City of Sacramento's lobbyists in Sacramento and Washington, D.C. Prioritize and expand the City of Sacramento's legislative program to include the monitoring and advocacy of state and federal legislation that impacts the ability of the businesses to expand and prosper in the City of Sacramento.
- ◆ Strengthen strategic partnerships between local businesses and educational institutions to support continuous education and training opportunities for the City of Sacramento's labor force.
- ◆ To help retain businesses on neighborhood commercial corridors, use public funds to improve infrastructure, streetscapes and other related items.

STRATEGY 5: Position the City of Sacramento to Effectively Compete in Regional, National and International Markets.

IMPLEMENTATION ACTIONS:

- ◆ Identify the products and services that are projected to be most in demand in the Sacramento Region in the next five years.
- ◆ Identify the products and services that are projected to be in most demand in the next five years within the world's fastest growing economies.
- ◆ Work with the Northern California World Trade Center to prepare companies to enter the national and global marketplace of rapidly expanding economies.
- ◆ Assist in the establishment of a headquarters for the Northern California World Trade Center in the City of Sacramento
- ◆ Recognize the importance of the business climate in efforts to encourage the expansion of regional, national and international trade in Sacramento. Support programs that open up new markets especially export opportunities for goods and services. Also, support of programs that improve and maintain international cooperation. Examples of programs include industry-specific international trade fairs and export trade linkages for homegrown businesses.
- ◆ Identify opportunities for expansion of import/export activities.
- ◆ Support the efforts and work closely with the State of California, Northern California World Trade Center, Sacramento Area Commerce & Trade Organization, etc. in the attraction of foreign capital and business growth to the City of Sacramento.
- ◆ In accordance with annual priorities of the City of Sacramento's legislative program, seek to include the monitoring and advocacy of state and federal legislative proposals which impact the ability of rapidly expanding foreign markets to continue developing.

STRATEGY 6: Increase Employment Opportunities for a Wide Range of Skill Levels, Training and Compensation.

IMPLEMENTATION ACTION:

- ◆ Support the efforts of the regional employment service providers to educate, train and prepare local residents for employment opportunities.
- ◆ Work with all school districts serving the City of Sacramento to make technology a priority, where appropriate.
- ◆ Where appropriate, develop a student employment program during the school year in the targeted industry clusters. Facilitate these industries to work with the school districts to develop standards and competencies to be incorporated into the secondary school curriculum.
- ◆ Coordinate, facilitate and develop relationships with regional organizations that are developing apprenticeship programs for targeted industries.
- ◆ Support and promote the efforts of Los Rios Community College District and the "Techforce 2000" and other similar initiatives to train students for technology-based careers.

STRATEGY 7: Capitalize upon the unique Historic and Cultural Resources of the City of Sacramento in promoting Citywide Economic Development

IMPLEMENTATION ACTION:

- ◆ In accordance with existing city policy for neighborhood commercial corridors and key commercial development opportunities, assist in the development of an infill development policy that encourages the reuse, preservation and rehabilitation of officially designated historic structures for uses that enhance the economy of the local neighborhood commercial corridors.
- ◆ Seek funding for the preservation, maintenance and rehabilitation of officially designated historic commercial structures.
- ◆ Encourage and support Sacramento's arts and performing arts facilities and services because of their significant contributions to the city's healthy business climate, their role in creating a cultural environment that attracts employers to the region, and the substantial benefits they provide to Sacramento's residents and communities.
- ◆ Use cultural resources as a tool for stimulating economic development in Sacramento's neighborhoods, as these resources provide attractions that can draw people to and enhance public perception of an area.

STRATEGY 8: **Encourage an increase in Tourism in the City of Sacramento**

IMPLEMENTATION ACTION:

- ◆ Support the efforts of the Sacramento Convention and Visitor's Bureau and Sacramento Convention Center Complex to promote Sacramento as a local, regional, national and international convention and tourist destination.
- ◆ Encourage and participate in marketing efforts for the City of Sacramento and Sacramento region that advances the goals of both business attraction and tourism development, such as the Heritage Tourism Summit, Wild California and other similar programs.
- ◆ Support the maintenance and improvement of existing features in the City of Sacramento that attract tourists.
- ◆ Coordinate and encourage the location of economic development and other business development events in Sacramento to maximize their impact upon the local visitor serving economy.
- ◆ Encourage, facilitate and support the efforts of the Sacramento Convention and Visitor's Bureau use of facilities in the City of Sacramento for film and other media events.
- ◆ Promote heritage tourism, cultural tourism, cultural amenities and special events as a form of economic development that will draw visitors to the community.
- ◆ In cooperation with the City of Sacramento Parks Department, the Sacramento Sports Commission and other private and public recreational facility owners, promote regional, national and international events that use recreational facilities as a means to promote tourism in the City.

NEIGHBORHOOD COMMERCIAL CORRIDORS

IMPLEMENTATION ACTIONS:

- ◆ Focus on identifying the physical and economic assets of each commercial district and develop programs and projects that preserve and enhance those unique attributes.
- ◆ Establish or assist urban design themes and development visions that:
 - ◆ Build on existing and /or historical assets
 - ◆ Identify targeted businesses and commercial uses;
 - ◆ Strive to create a balance of neighborhood-serving and destination; commercial/retail uses; and
 - ◆ Identify a “focused” site/area(s) for desired development activity
- ◆ Establish a plan for organization, promotion, marketing and economic restructuring for the neighborhood commercial corridors.
- ◆ Provide technical assistance and/or financial participation (where applicable as seed funding) to assist in the formulation of self-sufficient business improvement districts or business district associations.
- ◆ Coordinate with SHRA regarding allocation of public funding (i.e. CDBG, tax increment funding, etc.) to leverage strategic investment in these communities.
- ◆ Assist and coordinate with city departments on the allocation of public funding for streets, utilities and other public infrastructure improvements.
- ◆ Network with business district associations, chambers of commerce, and business improvement districts on an ongoing basis to address needs of local business groups.
- ◆ Facilitate the provision of business services to the small business chambers of commerce.
- ◆ Identify and manage the development of a California Main Street pilot program in one of the identified neighborhood commercial corridors to evaluate the effectiveness of the Main Street Approach.

NEIGHBORHOOD COMMERCIAL CORRIDORS

INTRODUCTION:

The creation of a finite number of targeted areas was necessary to concentrate technical assistance and public funding resources in order to achieve visible and quantifiable results. The Economic Development Department worked extensively with the staff of the Sacramento Housing and Redevelopment Agency to develop a list of these corridors. Neighborhood Commercial Corridors may have an active business associations (i.e. Florin Road Partnership, Greater Broadway Partnership) with a developed program and/or receive direct financial and technical assistance from the City of Sacramento, SHRA, or other governmental entities. Other targeted areas do not have an active business association but have been identified as corridors which need assistance to prevent further economic erosion and the spread of blight. Lastly there are targeted corridors which contain healthy commercial corridors but have been identified as corridors in need of limited assistance such as streetscape improvements or focused marketing assistance.

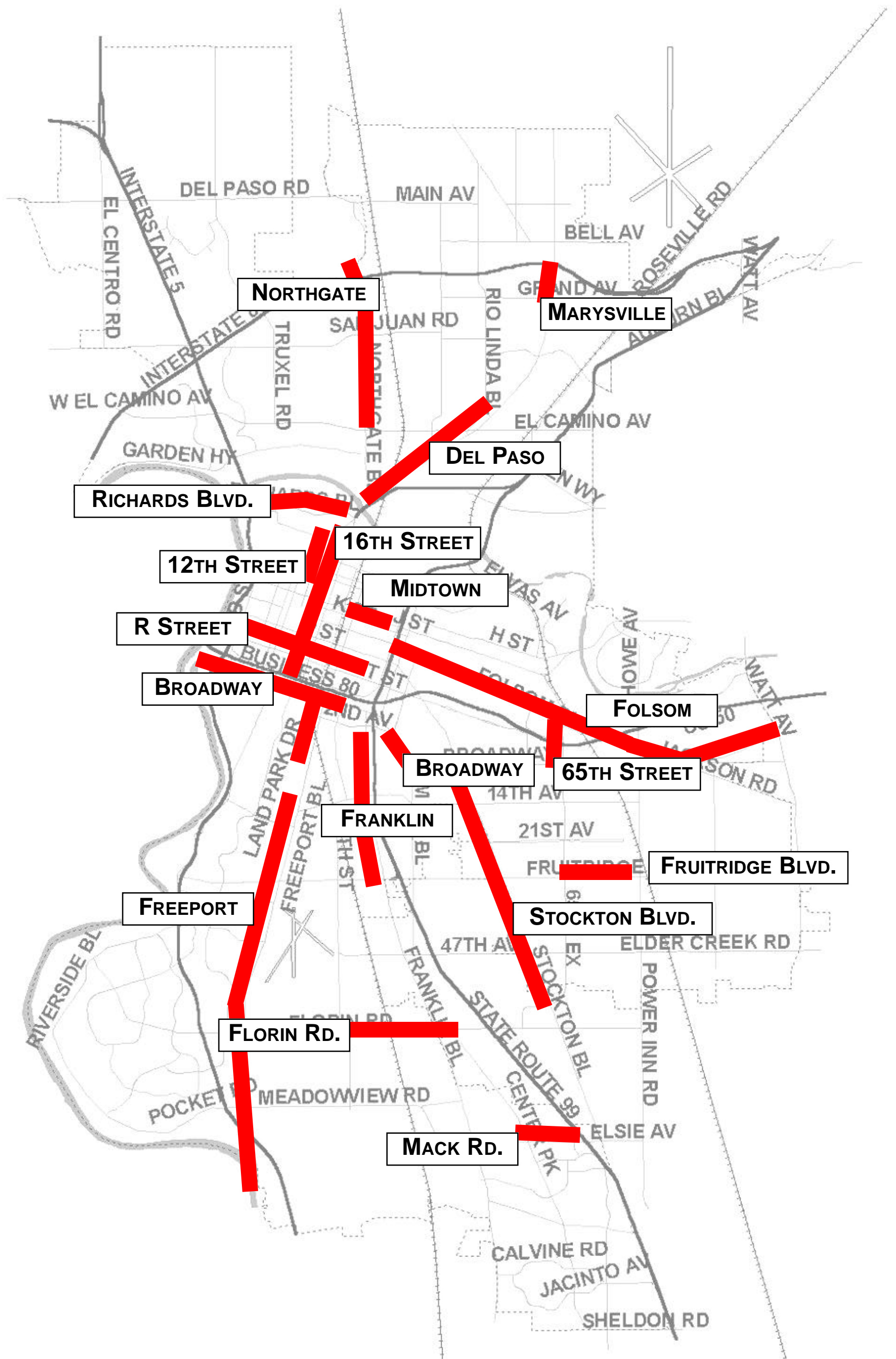
NEIGHBORHOOD COMMERCIAL CORRIDORS

Areas

- 12th Street
- 16th Street
- 65th Street
- Broadway
- Broadway
- Del Paso Boulevard
- Florin Road
- Folsom Boulevard
- Folsom Boulevard
- Franklin Boulevard
- Freeport Boulevard
- Fruitridge Road
- Mack Road
- Marysville Boulevard
- Midtown
- Northgate Boulevard
- R Street
- Richards Boulevard
- Stockton Boulevard

Boundaries

- UPRR to I St.
- W Street to B Street
- Elvas to Broadway
- Miller Park to Alhambra
- Alhambra to Stockton Boulevard
- Acoma to Marysville Boulevard
- 24th to Franklin (within City)
- Alhambra to UPRR Railroad Overcrossing
- UPRR Railroad Overcrossing to Watt Ave.
- Sutterville to Fruitridge (City portion)
- 2nd Avenue to City Limits, excluding William Land Park
- Franklin Boulevard to Power Inn Road
- Center Pkwy to Hwy 99
- Roanoke Ave. to Arcade Creek
- J to L/16th to 29th Sts.
- Garden Highway to I-80
- 3rd to 17th Streets
- 12th St. to Jibboom
- 14th Ave. to Riza Ave.



NEIGHBORHOOD COMMERCIAL
REVITALIZATION AREAS

DESCRIPTION OF NEIGHBORHOOD COMMERCIAL CORRIDORS

- ◆ **12th Street:** (UPRR to I Street) 12th Street is a two-mile long commercial corridor located primarily within the Alkali Flat Redevelopment Area. The corridor's location along a light rail line should be promoted for mixed-use development.

Focused Commercial Opportunities:

- Globe Mills
 - 12th & D
 - 12th & E
 - 12th and F
 - 12th & I
 - Residential opportunity site includes the northwest blocks bounded by E Street on the north, F Street on the south, 7th Street on the west and 8th Street on the east.
- ◆ **16th Street:** 16th Street is a state highway (State Highway 160) which is a major one-way entry into the Central City of downtown Sacramento. Since 16th Street is a state highway, the right-of-way is under the jurisdiction of the State Department of Transportation (CalTrans). Over the years the stature of 16th Street as a major entryway into Sacramento, the travel experience, and overall aesthetic quality has declined due to a variety of influences. 16th Street is an important travel route that has the potential of an emerging redevelopment area. However, 16th Street suffers from an eroded streetscape and strip-style development pattern that presents a poor image and entry experience for the Central City.

Planning Areas

The 16th Street Study focuses on the area between W and B Streets. This twenty-one block-long stretch of 16th Street passes through or borders several established planning areas including:

- Central City
- R Street
- Capitol Area
- Downtown
- Mid Town
- Alkali Flat/Washington Neighborhood
- Richards Boulevard

Focused Commercial Areas:

16th Street traverses ten separate areas between W and B Streets (see Figure 2). It is framed by two “portals” -- an entry portal under the freeway at W Street, and an exit portal under the rail bridge at B Street. These commercial areas include:

- The Freeway Portal/automotive (W to U Street)
- Mixed Residential and Commercial (U to S Street)
- R Street
- East End (N to L Street)
- Mixed Use K Street (L to J Street)
- Memorial Auditorium (J to I Street)
- Governors' Mansion (H to G Street)

- Motels (G to C Street)
 - Exit Portal/Muir Park (C to B Street)
- ◆ **65th Street:** (Elvas to Broadway) 65th St. extends from Elvas on the north to Broadway on the south and includes the Regional Transit light rail station. The corridor includes vacant and underutilized land at the light rail station, older neighborhood commercial development at the Broadway intersection and numerous freestanding businesses around Folsom Boulevard and 2 small strip centers at the intersection with Broadway.

The City and its public and private partners would like to create a unique mixed use Transit Village district which takes advantage of the area's proximity to the 65th Street Light Rail Station, California State University Sacramento and bikeway, pedestrian and transit station improvements linking CSUS with the 65th Street station. The City of Sacramento started the first in a series of community workshops on the 65th Street Transit Village Project. A final draft plan is anticipated to be approved by the City Council in late 2000.

Focused Commercial Opportunities:

- Vacant land near light rail station
 - Cal Trans land
 - Strip malls at the intersection of Broadway & 65th Street
- ◆ **Broadway** (Miller Park to Alhambra): The Broadway Corridor "Tower District" is a one mile section of Broadway which serves as the retail focal point for the Land Park and Curtis Park neighborhoods. A coalition of neighborhood groups have been engaged in a five- year planning effort for revitalization of the Corridor.

Broadway is viewed as one of the City of Sacramento's older commercial corridors, which has been able to maintain its economic vitality by meeting the needs of regional and area residents. The challenge is to preserve the neighborhood serving commercial, while striving to attract visitors to the area without disrupting the community appeal of the corridor.

Focused Commercial Areas:

- Intersections of 15th/16th & Broadway (Tower District)
 - SW corner of 18th & Broadway (Vacant former machine shop)
 - NW Corner 5th & Broadway (Vacant former gas service station)
 - North Side of Broadway, from 9th to Riverside
- ◆ **Broadway:** (Alhambra to Stockton Boulevard): Broadway is a two-mile mixed-use corridor entirely within the Oak Park Redevelopment Area. More than 10 privately owned commercial buildings on the corridor have been renovated with SHRA's assistance. A \$2,000,000 street landscaping project was completed in 1988. The corridor has been intensively studied as part of the Broadway/Stockton Urban Design Plan completed in 1998. Urban Design Plan streetscape and infrastructure improvement projects are currently being master planned by Public Works with funding provided by SHRA.

Focused Commercial Opportunities:

- Woodruff Hotel/Guild Theater – 35th Street and Broadway
 - Grey Victorian – 5th Avenue and Broadway
 - "Terrell Plastics" building – 37th and Broadway
 - Martin Luther King, Jr. Boulevard and Broadway
 - "Made-Rite" site – 34th Street and Broadway
 - Broadway Light Rail Station
- ◆ **Del Paso Boulevard:** (Acoma to Marysville Boulevard) Formerly one of the City of Sacramento's most vibrant commercial corridors, the two mile segment of Del Paso

Boulevard extending from Acoma to Marysville Boulevard has experienced a gradual resurgence since creation of the North Sacramento Redevelopment Project Area in 1992. Significant public investment has resulted in a flourishing arts district, providing affordable space for studios and galleries. Hundreds of art enthusiasts regularly attend the monthly "second Saturday" art walks, while also patronizing the growing number of restaurants.

Focused Commercial Opportunities:

- December 1999 SHRA \$1.6 M bond issue for streetscape infrastructure improvements along Del Paso between Edgewater Road and Calvados Avenue
 - Future Arden Way improvements between Edgewater Road and Forrest Street
 - El Camino Avenue between Rio Linda Boulevard and Evergreen
- ◆ **Florin Road:** (Franklin Boulevard to 24th Street) Florin Road within the City of Sacramento extends from Franklin Boulevard on the east to Riverside Boulevard on the west. The Florin Road Partnership, which was created in 1996 to address issues facing Florin Road extends from 24th St on the west to Stockton Boulevard on the east. Florin Road is critical to the economic health of the South Sacramento area in the face of new development around Laguna and Elk Grove and the movement of major retailers to the south.

Focused Commercial Opportunities:

- Mervyn's Store (closed) at the southwest corner of Florin & Franklin
 - Lumberjack Site: to become a light rail station by the year 2003
 - Chinn Property: on the north side of Florin between Woodbine Avenue and Indian Lane
 - 24th St Dealerships: on the northeast corner of 24th & Florin
- ◆ **Folsom Boulevard** (Alhambra to UPRR Overcrossing): The section of Folsom Boulevard between Alhambra and the UPRR Railroad overcrossing is a vital commercial corridor in East Sacramento. Well established small commercial businesses line the western end of this corridor and transition eastward into one of Sacramento's finest residential areas. A mix of commercial uses extend from around 48th Street to 59th Street.

Focused Commercial Opportunities:

- 59th Street light rail station
 - 65th Street light rail station
- ◆ **Folsom Boulevard:** (UPRR Overcrossing to Watt Avenue): The section of Folsom Boulevard from the UPRR Railroad Overcrossing to Watt Avenue includes a mix of uses. From 65th Street to Power Inn Road the area includes heavy commercial/light industrial, a Sutter Health facility, and vacant and underutilized land and offices around College Town Drive. The area east of Power Inn includes the Carol Miller Justice Center, CSAAA, a weekend flea market and struggling community shopping centers.

Focused areas:

- Howe Avenue/Power Inn Road to Watt Avenue (primarily for public improvements)
- ◆ **Franklin Boulevard:** (Sutterville to Fruitridge) The City of Sacramento section of Franklin Boulevard between Sutterville Road on the north to Fruitridge Road on the south is a mixed-use corridor lying entirely within the Franklin Boulevard Redevelopment Area.

Focused Commercial Opportunities:

- In-fill development on two properties located at the corner of Franklin Boulevard and Fruitridge Road as well as the expansion and retention of a long-standing business on the boulevard
- ◆ **Freeport Boulevard:** (2nd Avenue to City Limits, excluding the area through William Land Park). Freeport Boulevard extends from Broadway to the City Limits. Freeport Boulevard, also State Highway 160 and under the jurisdiction of CALTRANS, shows many of the

design characteristics of an older state highway. The corridor has little landscaping, many curb cuts for local businesses, a proliferation of small strip shopping centers with little design, and even an industrial area immediately west of the 600-acre Executive Airport. Because of the population density of the area, the business climate appears to be quite healthy, in spite of the proliferation of power centers and large regional malls. The corridor has few vacant businesses and does an adequate job of filling the daily shopping needs of local residents. Local neighborhood associations and businesses have been working with City of Sacramento staff to address issues of streetscape improvements.

Focused Commercial Opportunities:

- East side of Freeport Boulevard between Sutterville Road and 15th Avenue
- Intersection of Meadowview Road and Freeport Boulevard

- ◆ **Fruitridge Boulevard:** (65th Street to Power Inn Road) The Avondale section of the Fruitridge Road Commercial Corridor extends 3/4 of a mile east from 65th Street expressway to Power Inn Road. Although this section of Fruitridge Road is not a Redevelopment Project Area, SHRA has created the Avondale/Glen Elder Intervention Area to address Housing, Infrastructure and Economic Development needs. Central to this area's investment strategy is the Fruitridge Road Commercial Design Plan. Non-conforming frontage set backs, insufficient street lighting, antiquated curb cuts and a dearth of landscaping, head up the list of urban design issues to overcome.

Focused Commercial Opportunities:

- Gateway entry - Fruitridge Road at the 65th Street Expressway
- Gateway entry - Fruitridge Road at Power Inn Road

- ◆ **Mack Road:** (Center Parkway to Highway 99) The Mack Road Commercial Corridor extends from Center Parkway to Hwy 99 and encompasses the shopping centers along Mack Road and the commercial area around Kaiser Permanente and Methodist Hospital. The primary issue of concern for this area is the competition for retail development in Laguna and existing retail development east of Hwy 99. While Mack Road does not qualify as a redevelopment area, it has shown signs of economic distress for a number of years including vacant land and buildings, and businesses leaving. Most recently, Target announced its plans to vacate its current location in the Valley Mack Plaza and relocate to Elk Grove.

Focused Commercial Opportunities:

- Vacant Target Store at Valley Mack Plaza
- Vacant land southwest of Mack Road and Valley Hi Drive
- Transit-oriented retail associated with light rail station at Mack Road
- Synergy of medical uses (hospitals, medical offices, etc.) immediately south of Mack Road near Hwy 99

- ◆ **Marysville Boulevard:** (Roanoke Avenue to Arcade Creek) The intersection of Marysville Boulevard and Grand Avenue has traditionally been the heart of commercial activity in Del Paso Heights. Utilizing proceeds from a \$10 million bond issue in December 1999, SHRA will continue efforts to revitalize the entire segment of Marysville Boulevard within the redevelopment project area.

Focused Commercial Opportunities:

- "Town Center" along Grand Avenue extending from Grant High School on the west to Willow Street on the east
- Marysville Boulevard from its intersection with Roanoke Avenue on the south to Harris Avenue on the north

- ◆ **Midtown BDA:** (16th to 29th Street, J to L Streets) Midtown boundaries extend from roughly 16th St to 29th Streets and J to L Streets. The area includes a thriving collection of

neighborhood-serving and specialty retail businesses. An opportunity exists to build on the synergy that has been created to complete the revitalization of the area by:

- Assisting infill development (new) and the rehabilitation of existing buildings in which compliment the Midtown “theme”
- Assist in the formation of a Public Benefit Improvement District (PBID)
- Assist in establishing on-site and on-street parking designated for commercial retail use

Other areas of concern to Midtown businesses include:

- Streetscape improvements
- Signage and façade improvements to local businesses
- Joint marketing programs, and
- Cooperative leasing programs

- ◆ **Northgate Boulevard:** (Garden Highway to I-80) Northgate is an older commercial corridor bounded by Garden Highway on the south and Interstate 80 on the north. The corridor is typical of many older commercial corridors, with numerous small retailers on freestanding pads, and older community shopping center anchored by a Sav-Max Grocery, and a K-Mart at the north end of Northgate. In 1995, the City of Sacramento initiated a planning effort to address critical issues facing the corridor, including exterior improvements, vacant and blighted parcels, land assemblage for redevelopment, and targeted site development. This effort ceased due to lack of local business participation. SHRA is in the initial stages of a feasibility to determine the appropriateness of SHRA involvement/assistance. The study area generally extends from the west side of Northgate Boulevard eastward to the Natomas East Main Drainage Canal.

Focused Commercial Opportunities:

- Northwest corner of San Juan and Northgate: Vacant 11 Acres
- SW corner of Northgate and I-80: Vacant 60 Acres
- El Camino and Northgate: Vacant gas station

- ◆ **R Street Corridor:** (3rd Street to 17th Street) The City of Sacramento has adopted specific plan and development provisions for this corridor and a number of projects have been proposed including the Cal PERS development between 3rd and 7th St and the CADA loft apartments at 11th and R. Development of housing in the R Street corridor is viewed as critical to the revitalization the Downtown. Higher–intensity mixed use development will be concentrated around the exiting light rail transit stations, at 13th and 16th Streets

Focused Commercial Opportunities:

- Cal PERS mixed-use development between 3rd and 7th Streets
- CADA warehouse redevelopment (housing) project at 11th & R Streets
- Crystal Ice site at 16th & R Streets

- ◆ **Richards Boulevard:** (12th Street to Jibboom) The Richards Boulevard Redevelopment Project Area includes 1,365 acres bounded by 16th Street on the east and Jibboom Street on the west and includes the Union Pacific Rail Yards at 4th & I Streets. Richards has historically served as a warehouse/manufacturing district and the primary north area linkage between Highway 160 and I-5.

Focused Commercial Opportunities:

- Discovery Centre – Entitled for 1M S.F. of office
- Continental Plaza – Entitled for 810,000 S.F. of office
- Lodi Mission Partners 52 acres at NW corner of Richards & North 10th Street.
- UP Railyards

- ◆ **Stockton Boulevard:** (X Street to Riza) Stockton Boulevard has also been studied intensively as part of the Broadway/Stockton Urban Design Plan. Streetscape and infrastructure improvements called for in the Urban Design Plan are currently being master planned by Public Works, with funding from SHRA. Since Stockton Boulevard transects two redevelopment areas, revitalization activities are described below by redevelopment area.

Oak Park Redevelopment Project Area: Stockton Boulevard between X Street and 14th Avenue is located within the Oak Park Redevelopment Project Area. It is a one-mile long mixed-use corridor which includes the UC Davis Medical Center frontage and Oak Park neighborhoods.

Focused Commercial Opportunities:

- Colonial Theater District between 8th and 14th Avenues

Stockton Boulevard Redevelopment Project Area: Stockton Boulevard between 14th Avenue and Riza Avenue is located within the Stockton Boulevard Redevelopment Project Area. It is a 2.75-mile long mixed-use commercial corridor which encompasses both the City of Sacramento and the County of Sacramento. There are 2 distinct districts within this stretch of Stockton Boulevard, each with specific strategies and key commercial opportunity sites.

Focused Commercial Opportunities: San Francisco Boulevard District

- SW corner of Stockton Boulevard and 16th Avenue
- SW corner of Stockton Boulevard and Roosevelt Avenue
- NW corner of Stockton Boulevard and 21st Avenue

Focused Commercial Opportunities: International Marketplace District

- 6024 Stockton Boulevard (old Park Villa Hotel site)
- SE corner of Stockton Boulevard and 48th Avenue
- NW corner of Stockton Boulevard and Riza Avenue

CITYWIDE KEY DEVELOPMENT OPPORTUNITIES

In accordance with the Policy Mandates, Strategies and Implementation Actions set forth on previous pages, “key” development opportunities were identified for the following major categories:

- ◆ Large employment development opportunities that are located relatively close to an employment base.
- ◆ Activities to promote redevelopment of the Sacramento Waterfront
- ◆ Underutilized city -owned assets that can generate a revenue source to support City enterprise organizations.
- ◆ Transit-oriented development surrounding key light rail transit stations.
- ◆ Enhancement of the position of City of Sacramento’s primary retail assets.
- ◆ Housing and mixed-use development in the Downtown/Central City areas.
- ◆ Arts & Culture

This list focuses on sites or areas with the greatest opportunity for development within the next five years. The exception to this was the inclusion of the Delta Shores Area in South Sacramento. Development of Delta Shores is viewed as vital to maintaining a long-term jobs/housing balance in the south area while also addressing issues of infill development and the critical issue of air quality. This list was developed through an extensive review process and input from many city departments, including but not limited to, the Public Works, Utilities and the Planning & Development Services Departments.

The criteria used to select the “key” development opportunities included the following:

- | | |
|---------------------------------------|--|
| ◆ Project Size | ◆ Consistency with Adopted Plans/Policies |
| ◆ Project Status/Readiness | ◆ Support for Adopted Public Policy |
| ◆ Planning Entitlement Status | ◆ Required/Available Public Infrastructure |
| ◆ Public Financial Participation | |
| ◆ Leveraging Private Investment | |
| ◆ Public Revenue Generation | |
| ◆ Employment/Job Creation Opportunity | |

“KEY” DEVELOPMENT OPPORTUNITIES

LARGE-EMPLOYMENT OPPORTUNITIES

Florin-Perkins Industrial Area
Granite Regional Office Park
Depot Business Park (Army Depot)
Delta Shores

WATERFRONT DEVELOPMENT

Jibboom St./Former PG & E Facility
Old Sacramento Waterfront Restaurants
Miller Park/Marina
Docks Area

CITY/SHRA OWNED ASSETS

Lot A
Haggins Oaks Golf Course
Metro Place (8th/9th/J Streets)

TRANSIT-ORIENTED DEVELOPMENT

Marconi Station
59th/65th St. Stations
Florin Road./
Meadowview Road
Broadway Light Rail Station
Swanston Station

STRATEGIC RETAIL ASSETS

Downtown Plaza
North Natomas Town Center
Arden Fair Mall
Sacramento Autoplex
Consumnes River & Hwy 99

HOUSING & MIXED USE

R Street
Capitol Towers
Lodi Mission Partners.
Union Pacific Rail Yards

ARTS & CULTURE

“B” Street Theater
Sacramento Theater Co./SLOA Facility – 14th & H Streets
Lot X-Crocker Museum Master Plan Area
Del Paso Boulevard

”KEY” DEVELOPMENT OPPORTUNITIES

LARGE EMPLOYMENT OPPORTUNITIES

- ◆ **Florin-Perkins Industrial Area:** 2,500 acre industrial area bounded primarily by Folsom Boulevard on the North, Florin Road on the south, Power Inn Road on the west and Watt Avenue on the east. Florin-Perkins is the largest industrial area within the City of Sacramento suitable for virtually any size or type of industrial activity. Hwy 50 provides easy access while light rail and bus service provide mass transit service to the area. Several major streets connect the freeways to the industrial area and rail is available. This area is designated an Enterprise Zone, which provides sales and employee tax credits to employers. (Site #1)
- ◆ **Granite Regional Office Park:** Granite Office Park is a 250 acre mixed-use project bounded by the light rail line on the north, 14th Ave. on the south, Power Inn on the west and Florin-Perkins on the east. The development is a public-private partnership between the City of Sacramento and Separovich/Domich and includes a 120-acre office park for 3 million square feet of office space, supporting retail and light industrial development. The site also includes a 130 acre regional park, of which the west half is under construction. Granite Office Park is served by light rail and bus service and offers one of the few opportunities for development along the very desirable Highway 50 corridor. This area is located within the Florin-Perkins Enterprise Zone, which provides sales and employee tax credits to employers. (Site #2)
- ◆ **The Depot Business Park (formerly SAAD):** The Depot Business Park is a 400-acre public-private partnership between the City of Sacramento and U.S. National Leasing. The Depot is located south of Fruitridge, north of Glen Elder, east of Power Inn Road and west of Florin Perkins. The site contains 1.07 million square feet of improved manufacturing, distribution, warehouse and office space. The area is also served by Regional Transit bus service and is located within the Florin-Perkins Enterprise Zone, which provides sales and employee tax credits to employers. (Site #3)
- ◆ **Delta Shores:** Delta Shores is a 640 acre vacant site located in South Sacramento. The property is bounded by the Meadowview Subdivision on the north, Morrisson Creek on the south and east and the Town of Freeport on the west. Major issues facing this site include I-5 access and levee improvements along the Sacramento River. (Site #4)

WATERFRONT DEVELOPMENT SITES

- ◆ **Jibboom St/Former PG &E Site:** This is a seven (7) acre site located on the west side of Jibboom St, adjacent to the Sacramento River and houses the historic PG&E building. The site is a former State Superfund site and has been completely remediated. The City of Sacramento is considering acquisition of the site from the State Department of Water Resources. Adaptive reuse of the historic building is planned with adjacent new construction. A site development program will need to be prepared prior to issuance of Request for Proposals. (Site #5)
- ◆ **Old Sacramento Waterfront Restaurant Sites:** (Site #6)
 - ◆ **Site A:** In 1998, the City of Sacramento drove 45 piles into the Sacramento River between the Tower Bridge and L Street in Old Sacramento. The piles were driven in anticipation of attracting a restaurant to site.
 - ◆ **Site B:** Site B is located just south of the Delta King Restaurant. The site can accommodate a two-story restaurant, approximately 6,500 square feet in size with 200+/- seats. The City of Sacramento will pursue development of the site once Site A is successfully leased.
- ◆ **Miller Park:** The Miller Park Marina is located south of Broadway along the Sacramento River and includes a marina with 553 berths, an administration building, picnic areas, and a boat launch facility. The City of Sacramento is coordinating significant improvements and anticipates development of approximately 15,000 - 20,000 square feet of additional marina-related commercial space within the Miller Park Marina area. Development of the area is vital to other-planned improvements along the Sacramento River. (Site #7)
- ◆ **Docks Area:** The Docks Area is the area west of I-5 and between N Street and V Street on the waterfront. The area is largely vacant and provides an opportunity to continue the City of Sacramento's waterfront, providing an essential physical connection between the Old Sacramento/Crocker Art/Embassy Suites area and the Miller Park Marina. The Docks area already is home to the Towe Ford Museum and several City operated facilities.

Development is envisioned to include public access to the river via an extension of the pedestrian/bike promenade. After the assemblage of parcels by the City of Sacramento and/or a developer, and with remediation of existing toxics, there will be over 25 acres available for cultural/mixed-use development. (Site #8)

CITY/SHRA-OWNED ASSETS

- ◆ **Lot A:** Lot A is a 2.6 acre, City-owned block, bounded by L Street on the north, Capitol Mall on the south, 7th Street on the east and 6th Street on the west. The lot is currently used as a surface parking lot. The City of Sacramento is in exclusive negotiations with David Taylor and Westfield America to develop a mixed-use project which would complement Downtown Plaza. The conceptual development program for the site includes approximately 350,000 square feet of office use and up to 150,000 square feet of retail use. The site is an integral element of the Downtown Division's 5-year implementation strategy and is viewed as important in maintaining the Downtown as a primary employment center.. (Site #9)
- ◆ **Metro Place:** Metro Place is the half block between 8th and 9th Streets, fronting J Street. The City of Sacramento is exploring the feasibility of a public/private partnership with Ingemanson Enterprises for the mixed-use development including 240,000 square feet of office space, 120 housing units and ground floor retail. The developer and City are also exploring the feasibility of incorporating a housing tower and public parking spaces. SHRA owns ¼ block and Ingmanson owns the other ¼ block. The site is an integral element of the Downtown Division's 5-year implementation strategy and is viewed as important in maintaining the Downtown as a primary employment center. (Site #10)
- ◆ **Haggin Oaks Golf Course:** The vacant, 15 acre Haggin Oaks Golf Course site is located on the north side of Business 80, west of Fulton Avenue. Commercial uses (hotel/retail) are envisioned for the site with a long-term lease to generate revenues for the golf course. The project will be integrated with the golf course both physically and operationally. Development must be sensitive to visibility along Business 80. A site development program will be developed before the issuance of a Request for Proposals. (Site #11)

TRANSIT-ORIENTED DEVELOPMENT

- ◆ **Marconi Station:** The Marconi light rail station is located approximately two (2) blocks south of Marconi, on the west side of the light rail line at the intersection of Academy Way and Kathleen Avenue. The site encompasses approximately 1.5 acres of vacant land, partially improved with parking and landscaping. The surrounding area to the north and west is zoned for residential use including many older single-family homes. Land to the south is zoned for industrial uses and includes an underutilized industrial area. Joint development with a private developer for housing with supporting retail is envisioned. (Site #12)
- ◆ **59TH/65TH St. Stations:** This 90-acre study area encompasses properties within one-half mile of the light rail stations. A preliminary working group of stakeholders has been formed.. Cal Trans and private property owners are ready to develop their sites. A land use study of the area would likely require probably rezonings, community plan amendments and environmental analysis to support transit-oriented development around the light rail stations. (Site #13)
- ◆ **Florin Road:** The Florin Road light rail station is located north of Florin Road, West of the UP railroad tracks and east of Indian Lane on the site of the former Lumberjack Hardware. The north half of the site is unimproved vacant land. The site is approximately 22 acres in size, of which 15 acres will be used for RT customer parking. Seven acres are available for joint development. Mixed-use development could support residential/office/retail. Construction of the light rail line is scheduled to begin in Spring 2000. The station construction scheduled for 2002. (Site #14)
- ◆ **Meadowview Road:** The Meadowview light rail station is located on the north side of Meadowview Road at Tisdale Way, between Franklin Boulevard and 24th Street. The 15 acre site includes 19 vacant townhomes scheduled for demolition. One-half of the site is an improved but undeveloped residential subdivision. The balance of the site is vacant and unimproved land. Mixed-use residential/retail development is envisioned by Regional Transit. The final design for station and park and ride facility is in progress. Rail line construction is scheduled to begin Spring 2000 with station construction scheduled for 2002. (Site # 15)
- ◆ **Broadway Station** The Broadway light rail station would be located along the south side of Broadway west of 20th Street and will be configured using a side/center platform configuration. The designation of the light rail station at this location will provide, through mass transit, a significant link with the larger Sacramento area for both the benefit of retail/commercial businesses and employment centers within the Broadway Corridor. Development within ¼ mile radius should encourage working and shopping opportunities within easy walking distance of the station. Opportunities for transit-oriented development may require changes in land uses. (Site # 16)
- ◆ **Swanston Station** The Swanston light rail station is located near the intersection of Evergreen and Arden Way west of Business 80. This station serves large employment center at Point West and specifically the USAA facility. Opportunities for expansion of transit-oriented development and transit ridership occur in the area surrounding the Swanston station. A future connection to the Amtrak California Capital Service is being investigated at the Swanston Station. (Site # 17)

STRATEGIC RETAIL ASSETS

- ◆ **Downtown Plaza/K Street Mall:** Downtown Plaza is located between 5th & 7th, J and L Streets. The Plaza underwent a major expansion in 1994 which doubled its size to approximately one million square feet. The City of Sacramento has directed substantial resources to support and promote the Downtown Plaza as a regional shopping mall and is committed to its growth and enhancement as a regional retail entertainment and shopping experience. (Site #18)
- ◆ **North Natomas Town Center:** The 120 acres North Natomas Town Center is located along Del Paso Boulevard, between Truxel Road and East Commerce Circle. The Town Center will serve as an activity center, which will become the focus and identity of the Community. The Town Center is anchored by two sites designated as “Community Commercial” and “Transit Commercial”. (Site #19)
- ◆ **Arden Fair Mall:** Arden Fair Mall is located on the north side of Arden Way, immediate east of Business 80. The mall was originally built in 1957 and underwent a major renovation in 1990 which doubled the size of the mall to approximately 1.1 million square feet. Arden Fair Mall is the largest sales tax revenue generator in the City of Sacramento and its position as the Region’s premier super-regional shopping center should be preserved, even in the face of e-commerce and the growth of South Placer County. (Site #20)
- ◆ **Sacramento Autoplex:** The proposed 46 acre auto mall would be located on the south side of I-80, between Northgate on the east and Truxel on the west. Local support is vital for the following reasons:
 - ◆ Automobile manufacturers are encouraging the formation of automalls as way to increase sales.
 - ◆ Automobile manufacturers are actually buying back dealerships and forming small automalls.
 - ◆ The city needs an auto mall to prevent loss of sales tax revenue to the Roseville, Folsom, and Elk Grove automalls.
 - ◆ Shoppers prefer experience of visiting one location to shop for autos.
 - ◆ The location on I-80 provides great visibility and access. (Site #21)
- ◆ **Consumnes River & Highway 99:** An area located to the west of Highway 99, both north and south of Consumnes River Boulevard could serve as a potential regional retail and employment opportunity area serving south Sacramento, Laguna and the City of Elk Grove. This area already serves as a major employment center and includes large medical facilities operated by Kaiser Permanente and Methodist Hospital and Consumnes River College (Site # 22)

HOUSING & MIXED USE

- ◆ **R Street Corridor:** The 54 block R Street Corridor encompasses 128 net acres. The Corridor lies between Q St. and S St. from I-5 to 29th St. The area includes 1,680 parcels, 2,800 residential units and 4.4 million square feet of office/commercial development. The City of Sacramento has adopted special plan and development provisions for the Corridor and a number of projects have been proposed including the Cal PERS headquarters development between 3rd and 7th Streets and the CADA warehouse/redevelopment (housing) project at 11th and R.

Higher-intensity, including the mixed use development will be concentrated around four exiting light rail transit stations, 13th, 16th, 23rd, and 29th Street stations. Residential and less intense commercial uses are designated on the Corridor's east end and outer boundaries.

Long-term revitalization is encouraged to create a mixed-use district of residential and neighborhood-serving commercial uses that help the Corridor transform from its earlier warehouse uses. (Site #23)

- ◆ **Capitol Towers:** The site is bounded by O Street on the north, P Street on the south, 5th Street on the west and 6th Street on the east. City of Sacramento staff completed a preliminary review for a recent housing development project that would have included up to 400 dwelling units, parking spaces, and ground floor retail. (Site #24)
- ◆ **Union Pacific Rail Yards - Downtown:** UPRR has 40 acres of land which are free of contamination. The development of this site is viewed as critical to establishing a linkage between the Central Business District and Richards Boulevard. Major issues include the preservation/reuse of the Depot buildings, traffic/access/circulation to the site, and the extension of 6th and 7th Streets. Development of the site is viewed as complimentary to the Downtown and will enhance the role of Downtown as the retail and entertainment focus of the Sacramento Region. (Site #25)
- ◆ **Lodi Mission Partners:** The 52-acre site is located at the northwest corner of 7th Street and Richards Boulevard, backing up to the American River on the north. The site is zoned industrial within the Richards Boulevard Redevelopment Area and includes approximately one million square feet of former cannery buildings. Industrial uses can be re-established by right subject to specific criteria as described in the special planning district zoning ordinance. However, the community plan calls for the redevelopment of the site as office/residential mixed use. Development of residential uses on site is viewed as critical to the implementation of the Richards Redevelopment Plan and the establishment of a residential base in the area. (Site #26)

ARTS & CULTURE

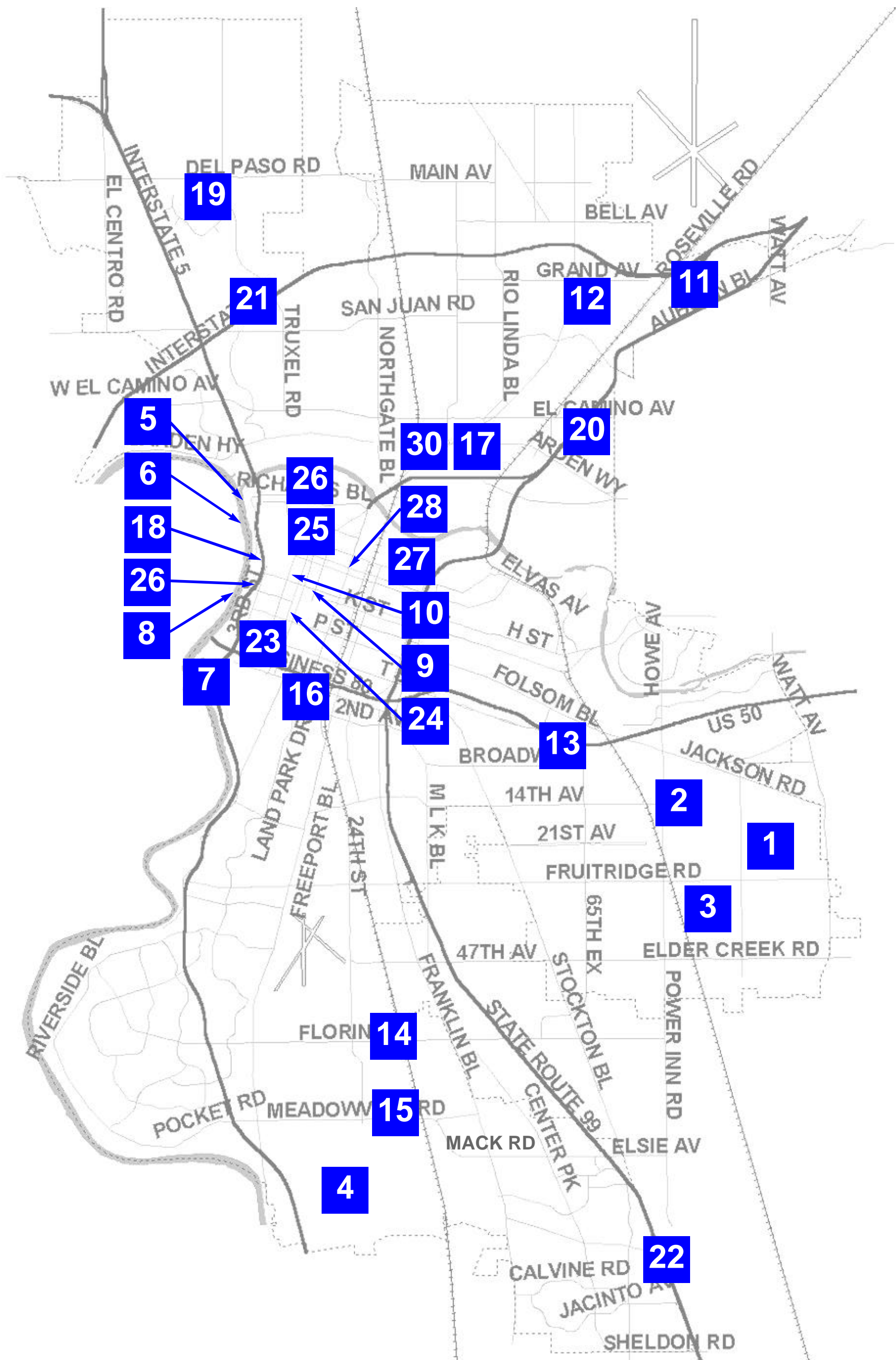
“B” Street Theater/Children’s Theater of Sacramento: This project involves the relocation and expansion of the existing “B” Street Theater with the addition of a major children’s theater. Theater for Children, Inc., a nonprofit organization, is intending to develop and operate a new live performance theater complex in downtown Sacramento. The potential building program will include three theaters (approximately 400 seats, 200 seats, and 100 seats) with associated commercial retail space and on-site parking. Theater for Children, Inc. has identified a list of potential sites and is working with respective property owners. The City of Sacramento can potentially assist in financing through the issuance of tax exempt bonds, providing planning entitlement and building permit assistance, and participating in the development and/or operation of the planned parking. (Site #27)

Sacramento Theater Company/Facility (14th & H Streets): This project involves the City and County of Sacramento participating in a capital improvement program for property jointly owned by the City and County and currently used by the Sacramento Theater Company and California Musical Theater. The City and the County of Sacramento may issue tax-exempt bonds to finance the improvements.

This is an important project to the City of Sacramento, particularly the retention of the Sacramento Theater Company in the downtown area, where it can directly support and build on the synergy of other existing and planned performing arts facilities. (Site #28)

Lot X/Crocker Art Museum Area : Lot X is a 62,000 square foot, triangular-shaped parcel bounded by Capitol Mall on the north, N St. on the south, 3rd St. on the east and the I-5 Freeway on the west, and is jointly owned by the City and Crocker Art Museum. The State owns a 30,000 square foot parcel, directly east of the roadway which bisects the block. Development of the site will proceed under an agreement between the City and the Crocker Board. City discussions have focused on development of the site and structuring a long-term lease with the eventual lessor to generate a revenue stream which could be used to fund an endowment for the Crocker Art Museum. (Site #29)

Del Paso Boulevard: Del Paso, a thriving business district 35 years ago, has been experiencing a revival as art galleries and cafes move in. Projects include an Artisan Square which has been rehabilitated into 11, one-bedroom units with separate artist studios. A trend has been started along the Boulevard, where artists, galleries, business leaders and art aficionados are setting up shop and perking up the North Sacramento strip with music, theater and art. (Site #30)



CITY-WIDE DEVELOPMENT OPPORTUNITIES

Large Employment Opportunities 1 Florin-Perkins Industrial Area 2 Granite Regional Office Park 3 Depot Business Park 4 Delta Shores	Waterfront Development 5 Former PG & E Facility 6 Old Sacramento Restaurants 7 Miller Park/Marina 8 Docks Area City-Owned Assets 9 Lot A 10 Metro Place 11 Haggin Oaks Golf Course	Transit-Oriented Development 12 Marconi Station 13 59th/65th Stations 14 Florin Road 15 Meadowview Road 16 Broadway Station 17 Swanson Station	Strategic Retail Assets 18 Downtown Plaza 19 North Natomas Town Center 20 Arden Fair Mall 21 Sacramento Autoplex 22 Consumnes River & Hwy 99 Housing and Mixed Use 23 R Street 24 Capitol Towers 25 Union Pacific Railroad 26 Lodi Mission Partners	Arts and Cultural Facilities 27 B Street Theatre 28 Sacramento Theatre Company 29 Lot "X" 30 Del Paso Boulevard
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DOWNTOWN REDEVELOPMENT

Redevelopment investments and partnerships in Downtown have been guided in the past five years by two documents: One is a five-point strategy, which is contained in a document titled “The Economic Impact of Downtown Investment to City of Sacramento and the Region,” and the other is the Five-Year Implementation Plan for the Merged Downtown Redevelopment Project Area, which is required by Assembly Bill 1290 to be updated every five years.

Redevelopment efforts in the Richards Boulevard area have been established in the Richards Boulevard Area Plan, Railyards Specific Plan, and combined infrastructure Facility Element. The previous Richards Boulevard Five-Year Implementation Plan also identified how specific implementation activities would contribute to the goals and objectives of the redevelopment plan for the 1,365 acre area.

MERGED DOWNTOWN REDEVELOPMENT AREA

K STREET DISTRICT

The K Street District includes the 18-blocks around K Street. Referred to as the "incentive zone" in the Sacramento Urban Design Plan, this area is the core of the CBD's traditional retailing, financial and office activities. As in the Urban Design Plan, the Framework Strategy places a strong emphasis on concentrating public and private investment in the K Street District.

Projects	Capital Improvements	Administrative Actions
Continue for focus employment in the K Street District	(see Implementation Activity 1.2 below)	(see Implementation Activity 1.2 below)
Support Cultural Projects and Public Art Downtown	Streetscape/Signage Links (J, K, and L Streets, 7 th to 13 th Street)	Feasibility Study- Coordinate with K Street Transit Planning
Encourage residential development in the K Street District	Residential Parking, Streetscape/Signage Links	Establish Housing Policy and Program, Target Projects for Replacement Units, Support Building Conversions

Continue to focus office development in the 18-block incentive zone

The Framework for Strategic Investment emphasizes continuing to focus employment, retail services, cultural and entertainment uses in the 18-block area around K Street. There are numerous sites susceptible to large-scale office development between 7th, 13th, J and L Streets. These sites represent the potential for more retail development and could introduce a significant number of employees within a block of K Street retail and LRT stations.

Projects	Capital Improvements	Administrative Actions
Metro Place (9 th and J)	Public Parking Structure, Streetscape/Signage Links	Market Study, Development Feasibility Study, Plan Review CEQA, Address Historic Preservation
Lot A (Capital Mall and 7 th)	Include Public Parking, Streetscape/Signage Links	Market Study, Define Deal Points, Plan Review, CEQA

J Street (7 th -11 th) and L Street (7 th –9 th)	Include Public Parking, Streetscape/Signage Links	Market Study, Relocation of Bus Terminal or mitigate bus terminal impacts, Plan Review, CEQA
15 th and L	Include Public Parking, Streetscape/Signage Links	Support, Plan Review, CEQA
Ping Yuen (5 th and I)	Include Public Parking, Streetscape/Signage Links	Solicit Development Partner Define Deal Points, Plan Review CEQA

Increase participation of 7th to 12th Street property owners in retail merchandising plan and joint leasing strategies

The blocks between 7th and 12th Street have the highest vacancy rate and greatest number of properties on K Street. In addition, there are several key blocks that have ground floor uses that are inappropriate for successful retailing. The Strategy stresses increased participation by property owners to improve the tenant mix, reduce vacancies, increase rents, and enhance the pedestrian interest and shopping continuity along K Street.

Additionally, the City should continue to work with the Westfield/Taylor Development Team on expansion of the Downtown Plaza onto K Street.

Projects	Capital Improvements	Administrative Actions
J, K, and L Streets (7 th to 12 th Streets)	Commercial Rehabilitation Support	Market Study, Joint Leasing & Merchandizing Plan
Downtown Plaza Expansion	Streetscape/Signage Links	Market Study

Renew the BID

Many of the measurable and symbolic successes in Downtown have been a result of the formation of the Downtown Partnership. The Partnership's management and promotion of Downtown will be an important part of future success as well. After celebrating its first five years of service, it is time to update the business plan and renew the Property-Based Business Improvement District (PBID) which funds the Partnership's activities. The Strategy acknowledges the importance of the Partnership's role and recommends renewal of the PBID.

Projects	Capital Improvements	Administrative Actions
PBID renewal	Determined by the PBID Business Plan Update	Coordinate with Partnership staff

Assemble Land

As part of the revitalization effort, the Agency should be prepared to strategically assemble land in the K Street district for commercial, office and residential projects.

Projects	Capital Improvements	Administrative Actions
Support development of new commercial and residential projects	Determined on a Project-by-Project Basis	Inventory of Available and Under-utilized Sites

CONVENTION CENTER AND THEATER DISTRICT

The Convention Center and Theater District includes the blocks adjacent to the convention center. This area has a concentration of performance and meeting venues. The area has the cultural facilities that can anchor an active theater and entertainment district.

Transform the area into a theater and entertainment district

The Memorial Auditorium, Music Circus Theater and the Community Center Theater are three well-established cultural venues. In combination with the Convention Center, the district provides the anchor venues for implementing the "East End Theater District" identified in the Cultural and Entertainment District Plan. The Framework Strategy recommends implementing projects and recruiting tenants to the area that compliment these large-scale venues to form an identifiable district.

Projects	Capital Improvements	Administrative Actions
Music Circus Expansion Canopy Structure and Plaza Entry	Public Parking, Streetscape/Signage Links	<u>Plan Review, CEQA</u>
Performing Arts Center * 1,500 Seat Main Hall, 299 Seat Concert Hall, 99 Seat Black Box Theater	Public Parking, Streetscape/Signage Links	Feasibility study, Site Identification, Design Plan, Construction Management
Capital Unity Center *	Public Parking, Streetscape/Signage Links	Site Identification, Design Plan, Construction Management

** Locations for these projects have not been determined. Based on available opportunities, these projects may be developed in other Districts.*

Prepare renovation strategy for Community Center Theater

The Community Center Theater was built in the 1970's and has outdated building infrastructure and patron amenities. The primary anchor tenants continue to express concern about the inadequacy of the facility. The Framework Strategy recommends a study be undertaken to assess the opportunities to renovate the existing theater.

Projects	Capital Improvements	Administrative Actions
Community Theater Renovation, 2,500 Seats, Building Infrastructure Modernized	Related Site Improvements	Lease Negotiations, Design Plan, Construction Management

Develop a cluster of smaller theaters and entertainment venues

There may be opportunities to relocate smaller theater groups, such as the B Street Theater, to the area. The Strategy recommends exploring ways to integrate small theaters into new commercial and mixed-use development in the district.

Projects	Capital Improvements	Administrative Actions
Experimental Theater (99 seats)	Public Parking, Streetscape/Signage Links	Site and Partner Identification, Feasibility Study, Plan Review, CEQA

Encourage the development of a mixed-use district with ground uses that complement theater uses

The synergy between the theater activities and arts, retail and entertainment (A.R.E. uses) is important to the theatergoers' experience. The Strategy emphasizes introduction of uses that animate and energize the theater areas.

Projects	Capital Improvements	Administrative Actions
18 th and L Housing and Mixed Use Development	Streetscape/Signage Links	Design Plan, Construction Management
21 st and L Housing Development	Streetscape/Signage Links	Design Plan, Construction Management

WATERFRONT AND OLD SACRAMENTO

The Waterfront and Old Sacramento draws over 1 million visitors and Sacramento residents annually. The museums, history, and architectural character provide a family-oriented destination for regional and California visitors. The Framework builds on present success with an emphasis on creating new venues that draws new and former visitors back to the Waterfront.

Continue to expand and develop the Museum Mile concept by implementing the Waterfront Master Plan

The Strategy recommends continuing to promote the Waterfront and Old Sacramento as the "Museum Mile" and to continue to implement the Waterfront Master Plan.

Projects	Capital Improvements	Administrative Actions
Implementation of Waterfront Master Plan	Public Parking/Parking Management, Infrastructure Improvements, Streetscape/Signage Links	Project Prioritization, Funding, Plan Review
Housing	Streetscape/Signage Links to the River and Bike Trail, Construction of Promenade	Market and Financial Feasibility Study, Continue Remediation of Sites
Old Sacramento Waterfront Restaurant – Site A	Pedestrian Connections	Negotiate Lease and Development Agreements
Old Sacramento Waterfront Restaurant – Site B	Pedestrian Connections	Market Site, Negotiate Lease and Development Agreements
Bike/Pedestrian Trail, Interpretive Signage	Bike Trail, Interpretive Signage, Complete Links to River, S. Sac., N. Sac., R Street and Downtown	Complete Project Design, Solicit Bids, Monitor Construction
Riverfront Promenade Extension	Continuation of Promenade North to Discovery Park and South to Miller Park	Determine Project Costs, Identify Funding Resources, Design/Construction
Sacramento/West Sacramento Coordination	N/A	Annual Joint City Council Meeting, Establish Commission, Marketing Program
Tower Bridge Expansion	Improve Pedestrian/Bicycle Use/Safety	Coordinate Feasibility Study, Identify Funding Resources
Old Sacramento Vacant Site	Complete Streetscape &	Market Vacant Sites for Priority Uses,

Development	Infrastructure Improvements	Negotiation Lease and Development Agreements
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Implement the Crocker Art Museum Master Plan

The City and Crocker Art Museum are preparing a Master Plan for the areas adjacent to the existing facilities. The plan will include potential asset management sites that can support implementation of the expanded cultural complex. The Framework Strategy recommends pursuing the development of City lands in support of the area's cultural venues.

Projects	Capital Improvements	Administrative Actions
Crocker Museum Expansion	Streetscape/Signage Links	Complete Master Plan, Seek Development Partners

Develop an amphitheater and small performance hall in Old Sacramento

One of the most important objectives for Old Sacramento is to provide new venues and attractions. The Framework Strategy recommends supporting the development of two new smaller venues in the next five years - - an outdoor amphitheater and a small performance hall.

Projects	Capital Improvements	Administrative Actions
Amphitheater and Small Performance Hall	Streetscape/Signage Links	TBD

Support the Discovery Museum expansion

The Discovery Museum is expected to implement an expansion project within the next five years. The Strategy recommends supporting the project.

Projects	Capital Improvements	Administrative Actions
Discovery Museum Expansion	Streetscape/Signage Links	TBD

RAILYARDS/DEPOT AREA

The Railyards and depot area has been identified in the Central City Plan as a future commercial, cultural and residential extension of Downtown. In the near term, one of its most important roles will be enhancement of its traditional role as a transit arrival district and facility serving Downtown.

Continue to invest in strengthening transit and pedestrian connections to the Depot

The Depot area is disconnected from the CBD. The Strategy emphasizes enhancing transit and pedestrian linkages to strengthen the railyard's economic and land use relationship to Downtown. The Strategy promotes the development of a streetscape solution for streets linking the Depot to the CBD.

Projects	Capital Improvements	Administrative Actions
5 TH Street and J Street Streetscape Improvements	Streetscape/Signage Links	Coordinate Design Themes

Complete multi-modal project

The proposed multi-modal project is a critical next step in enhancing regional access. The multi-modal project should be completed. The Strategy supports early implementation of the multi-modal project.

Projects	Capital Improvements	Administrative Actions
Transportation Facilities	Roadway and Trackway	Market Study, Plan Review, CEQA,

	Connections	Development Agreement, Coordinate Design Themes
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Initiate the extension of 7th Street

7th Street extension is critical to Richards Boulevard development and enhancement of Downtown's access. The Strategy recommends the implementation of the 7th Street extension project.

Projects	Capital Improvements	Administrative Actions
Right-of-way Acquisition and Development	Roadway Improvements and Streetscape Connections	Engineering, CEQA, Development Agreement, Coordinate Design Themes

CAPITOL AREA

The Capitol Area, and its subset Capitol Park Neighborhood, will continue to provide a location for concentration of Downtown employment and housing. The Capitol Area Development Authority and the State of California are important partners in accomplishing the benefits a coordinated development of this area can bring to the overall economic vitality of Downtown.

Continue to act as a partner in the renaissance of the Capitol Park Neighborhood

The Strategy recommends the continued support of residential, retail, and office development in the Capitol Area by the City and Redevelopment Agency.

Projects	Capital Improvements	Administrative Actions
Capitol Park Neighborhood Residential Development	Support Streetscape Improvements, Streetscape/Signage Links	Support CADA and Other Partners
East End Office Development	Support Streetscape Improvements, Streetscape/Signage Links	Support DGS and Other Partners

Coordinate streetscape improvements related to residential and office development

The Framework Strategy assumes the City will take an active role in guiding streetscaping related to residential and office development in the Capitol Area.

Projects	Capital Improvements	Administrative Actions
16 th Street (see Implementation Activity 7.4)	(see Implementation Activity 7.4)	(see Implementation Activity 7.4)

R STREET CORRIDOR

The 26 block long R Street Corridor has been positioned as a future residential district. The warehousing activities have been giving way to market interest in both commercial office and residential development. The corridor has the potential to evolve around three catalyst area - 16th and R Streets, 11th and R Street, and 4th and R Streets.

Shape catalyst developments to support R Street revitalization objectives

The Strategy emphasizes a proactive approach by the City and Redevelopment Agency to promote the revitalization objectives found in the R Street Corridor Plan.

Projects	Capital Improvements	Administrative Actions
TBD (In addition to Implementation Activities 6.2 through 6.4)	Support Streetscape Improvements, Streetscape/Signage Links	Support Partners

16th and R Streets (Crystal Ice)

The Framework promotes a mixed-use solution for the 16th and R Street area.

Projects	Capital Improvements	Administrative Actions
R and 16 th Street Crystal Ice	Support Streetscape Improvements, Streetscape/Signage Links	Support Plan Review, CEQA

11th and R Streets (CADA Warehouse)

The CADA Warehouse project at 11th and R Streets is underway. The Strategy recommends continued support for the residential and restaurant proposal.

Projects	Capital Improvements	Administrative Actions
R and 11 th Street CADA Warehouse	Support Streetscape Improvements, Streetscape/Signage Links	Support CADA and other Partners

4th and R Streets (CalPERS)

CalPERS is currently preparing a master plan for their headquarters expansion project at 4th and R Streets. CalPERS is using the R Street Corridor Plan as a guide for the project. The Strategy recommends working with CalPERS to realize R Street revitalization objectives including pedestrian-friendly office and residential uses.

Projects	Capital Improvements	Administrative Actions
R and 4 th Street, CalPERS	Support Streetscape Improvements, Streetscape/Signage Links	Support CALPERS and other Partners
CalPERS Residential Component, 5 th – 7 th and R	TBD	Support CALPERS and other Partners

PARKING, TRANSPORTATION AND PEDESTRIAN LINKAGES

The seventh area identified in the Framework is linear. It is the key travel routes and linkage elements that connect various districts and Downtown to the Central City.

Enhance pedestrian linkages

The Strategy recommends the development of an overall implementation and financing plan to fill the gaps in Downtown's streetscape.

Projects	Capital Improvements	Administrative Actions
Streetscape Strategy	TBD	Prepare Streetscape Strategy and Design Documents

Office core streetscape along 7th, 9th, 10th, I, J and L Streets

The Framework Strategy stresses the implementation of streetscape in the primary office core streets.

Projects	Capital Improvements	Administrative Actions
Enhance pedestrian linkages: 7 th , 9 th , 10 th , I, J, and L Streets/Comprehensive Information and Wayfinding System	Streetscape/Signage Links	Streetscape Plans

Waterfront and UPRR/Depot streetscape linkages

Streetscape connections to the Waterfront and the Depot area are a high priority. Framework Strategy recommends implementation of this project within the next five years.

Projects	Capital Improvements	Administrative Actions
Enhance pedestrian linkages: I, K, R, 5 th , 7 th , and Tower Bridge	Streetscape/Signage Links	Streetscape Plans

Enhance the image and address status of Downtown's entry corridors

Image and land use enhancements to the primary travel routes into Downtown is recommended by the Strategy. This includes:

- 12th and 16th Street (SR 160) relinquishment to the City;
- Increase investment in street-oriented mixed use projects;
- Improve streetscape and signage; and
- Capital Mall/Tower Bridge Expansion.

Projects	Capital Improvements	Administrative Actions
12 th /16 th Street (SR 160)	Streetscape/Signage Links	Disposition Agreement Streetscape Plans

RICHARDS BOULEVARD REDEVELOPMENT PROJECT AREA

Traffic Circulation

Projects	Description
7 th Street Extension	Construct two-lane 7 th Street connection between D and North B Street
Richards Boulevard widening	Complete widening of RB from N.7 th to N. 12 th Streets to five lanes
I-5/Richards Boulevard Interchange	Widen freeway underpass at Richards Boulevard/I-5 and add on and off-ramps
SR/160 Richards Boulevard Interchange – Phase I	Create signalized at-grade interchange at Richards Boulevard/SR160
Sutter's Landing Parkway	Connect SR160 to Capitol City Freeway
Railyards Access	Improve existing Jibboom Street to create access to the Railyards site from the RB interchange

Public Transportation

Projects	Description
Sacramento Intermodal Station	Renovate existing Historic Sacramento Rail Depot to serve as intermodal transportation facility
Folsom Light Rail Extension	Extend light rail to Railyards site, 3 rd & H Street
Dos Rios Light Rail Station	Construct light rail station along 12 th Street double-track line
Install bus shelters	Install bus shelters at existing RT bus stops, in particular in the area of the Dos Rios Housing Complex

Recreation/Open Space

Projects	Description
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“Two Rivers” Parkway	Develop the south bank of the American River Parkway between the confluence with the Sacramento River and Sutter’s Landing Park
Sacramento River Promenade (“River Walk”)	Add improvements to the existing Jedidiah Smith bike trail north of Old Sacramento from the I Street Bridge to the confluence with the American
7 th Street Park	Develop 10-acre park at terminus of 7 th Street/American River as part of Lodi Mission Partners site redevelopment

Streetscape/Beautification

Projects	Description
12 th Street Gateway Improvements	Install streetscape improvements along N. 12 Street
Historic 16 th Street Streetscape improvements	Assist in renovation and adaptive reuse of historic 16 th Street building stock

Housing Development/Mixed Use

Projects	Description
Lodi Mission Partners site redevelopment	Assist with mixed-use redevelopment of 52-acre Cannery site as housing/commercial development
Railyards site lower 40-acres	Facilitate UP’s proposed development of lower-40 acre site
Basler/Dreher Neighborhood residential rehab	Assist in renovation of approximately 30 units of existing single family homes
Lifestyle/live-work conversions	Promote conversion of warehouse building into artist live/work residential use

Historic Preservation

Projects	Description
Jibboom Street PG&E Steam Plant Building	Prepare feasibility analysis for renovation and adaptive reuse of historic PG&E building and five-acre site
Historic Rail Depot and REA Express Building	Assist in renovation and adaptive reuse of Historic Depot and adjacent REA building
Historic UP Railyards Central Shop Maintenance buildings	Assist State Railroad Museum in the master plan for long term establishment of the new Railroad Technology Museum in the Shops
Preserve Southern Pacific Water Tower	Relocate and preserve donated UP water tower
Gateway Historic District	Establish historic district status for Gateway District and prepare guidelines for redevelopment of area.

Infrastructure/Utilities

Projects	Description
New City Water Intake structure	Construct new water intake structure on the Sacramento River
Sacramento River Water Treatment Plant expansion	Expansion of detention and treatment ponds at the Sacramento River water treatment plant
Richards Boulevard Area-wide lighting	Installation of street lighting
Street overlays	Resurface deteriorated street conditions throughout area
Jibboom Street Viaduct Improvements	Paint bridge structure/arrest rust/replace missing light fixtures
N. C Street Fire Station relocation	Relocate North C Street fire station to Sunbeam/N. 12 th Street

Business Assistance

Projects	Description
Capitol Station District	Continue to support CSD as organization representing business and property owners in the project area
Blue Diamond retention (ongoing activities)	Complete business assistance program
General Produce retention (ongoing activities)	Provide land exchange to facilitate General Produce's expansion and consolidation
Business recruitment assistance	City Economic Development Dept. staff recruitment efforts
Business retention program	Work w/ Capitol Station District to identify businesses planning to relocate from the area

Administrative Actions

Projects	Description
NEATS traffic circulation amendments	Amend the City's General Plan, Central City Community Plan, Railyards Specific Plan, and Richards Boulevard Area Plan and Facility Element to include selected NEATS traffic circulation improvements
Railyards Specific Plan amendments	In conjunction with Union Pacific, process application to revise RSP to address changed conditions
Richards Boulevard Area Plan amendments	Facilitate any amendments as required
Update program environmental documents	Update outdated environmental documents
Parking Management Plan	Develop parking management plan to provide policies that relieve parking requirements until public transit service established
Adopt recommended list of historic structures to Central City historic register	Amend City's Central City Historic Register to include RB historic structures
Update Finance Plan	Update/revise new development fee program based on new land use/infrastructure cost estimates
Pursue expedited entitlement/building permit/design review for project area	Coordinate CSD and the City's building and planning department to identify perceived problems with City permitting process

IMPLEMENTATION RESPONSIBILITIES

The following matrix provides information regarding the relationship of policy approval, lead responsibility and support for neighborhood commercial revitalization, citywide economic development, employment training and development, and activities. Even in the case where the role of the Economic Development Department is listed in the lead position, the function of the department is to coordinate and facilitate a project.

	Neighborhood Commercial Development	Citywide Economic Development	Employment Training & Development
Policy Adoption	City Council Redevelopment Agency of the City of Sacramento	City Council	Sacramento Employment Training Agency and Private Industry Council Board
Lead Agency	City of Sacramento Economic Development Staff Sacramento Housing & Redevelopment Agency Staff	City of Sacramento Economic Development Staff	Sacramento Employment Training Agency and Private Industry Council Board Sacramento County Dept. of Human Assistance
	Marketing of development opportunity sites Small business assistance Permit processing assistance Real estate development Assistance	Marketing & business attraction Permit processing assistance Military base reuse Real estate development Assistance Regional economic cooperation	Welfare to work Dislocated workers Career centers Refugee assistance Employer services Adult Education & GED Services
	Marketing & business attraction Business expansion & retention	Business expansion & retention International trade development Special projects	Regional Occupation Programs JTPA Training Assistance Head Start
Support Entities	Business Improvement Districts Business Associations Neighborhood & Ethnic Chambers of Commerce Neighborhood Associations	Sacramento Housing & Redevelopment Agency SACTO Sacramento Metro Chamber SMUD Regional Transit State of CA Trade & Commerce Agency Los Rios Community College District	Sacramento Housing & Redevelopment Agency Community Colleges School Districts Community-Based Organizations Regional Transit County Office of Education State of CA Employment Development Department Sacramento County Department Of Human Assistance

ANNUAL BUSINESS PLAN

The approved economic development strategy will serve as the foundation for the preparation and submission of the Annual Business Plan for the Economic Development Department. The Annual Business Plan will be submitted annually to the City Council as part of the City of Sacramento's annual operating budget.

The Annual Business Plan will identify the specific implementation actions that the Economic Development Department plans to undertake during the applicable fiscal year. It will also link the planned activities to the applicable approved policy mandates and strategies.

- ♦ Finally, the Annual Business Plan will provide the basis for the Economic Development Department's annual operational funding required to undertake such these activities and provide the City Council with the information necessary to make decisions regarding the allocation of capital improvement funding.